

EMBRACING THE ROLE OF CHANGE LEADER

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AGENDA

- What's Going On With Your Organizations
- Organizational Change Management (OCM) — Current Thought
- Some Change Models and Concepts
- Dealing with Resistance
- Q & A



Change Assessment Tabletop Discussion

- What's currently going on at your company (projects/changes)?
- What do you do right now to help the organization move through change?
- What are your greatest challenges?



YOUR ROLE AS A CHANGE LEADER

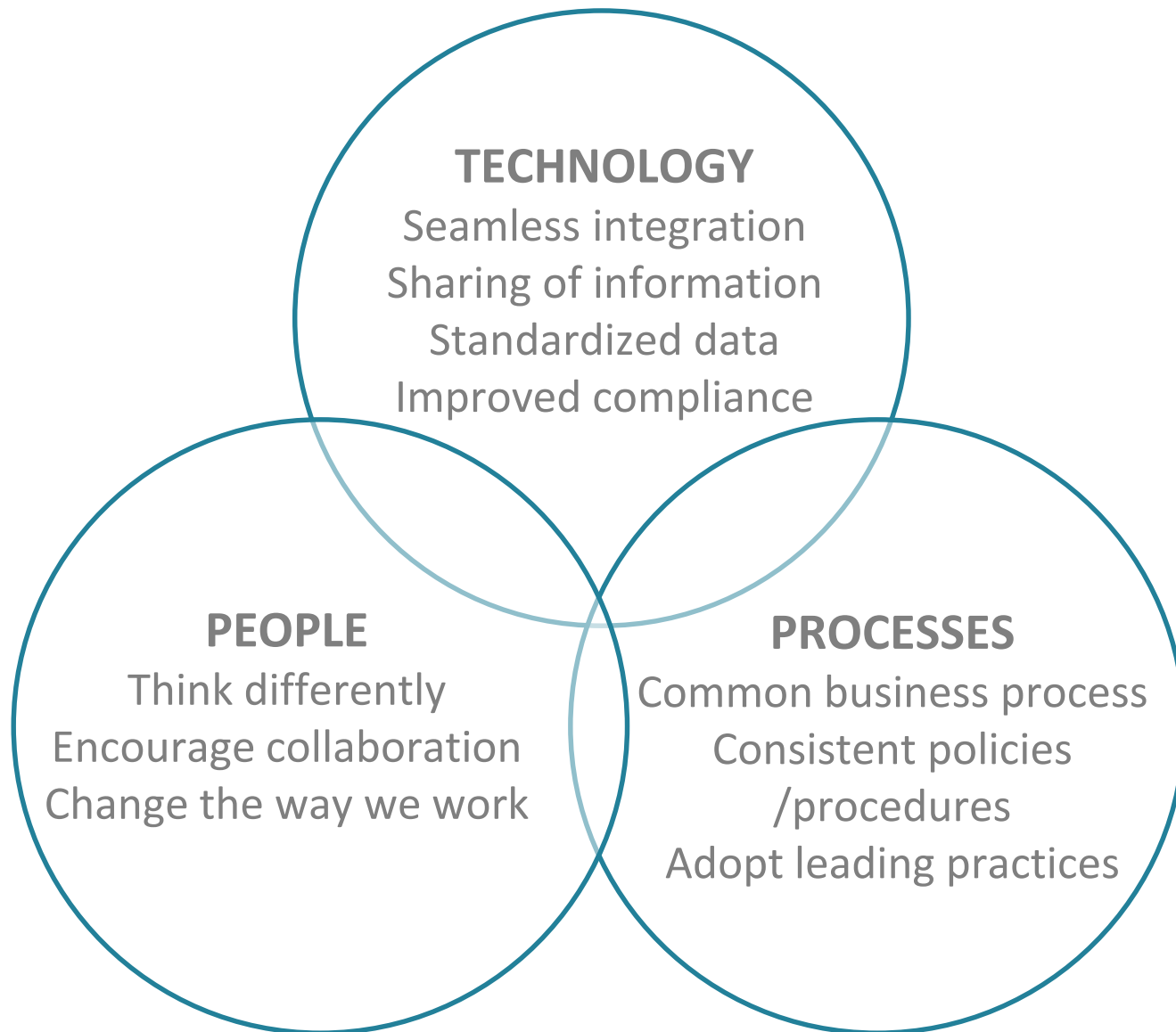
1. Help yourself and others receive, embrace, and implement change effectively. (*Advocate for Change*)
2. Contribute ideas, identify obstacles, and offer suggestions to those with more control over the change. (*Be an Influencer*)
3. Be a Role Model for any new values, principles and culture. (*Model Change through Behavior*)

TRENDS IN OCM

- Focus on People, Process, and Technology
- Prosci Research — 2018 best practices and trends in Change Management



SUCCESSFUL CHANGE ENABLEMENT



PROSCI — 2018 RESEARCH FINDINGS

- Organizational Change Management is a Success Enabler
- Better sponsorship = better results
- Active and visible sponsorship is key to success
- Organizations are reaching Change Saturation

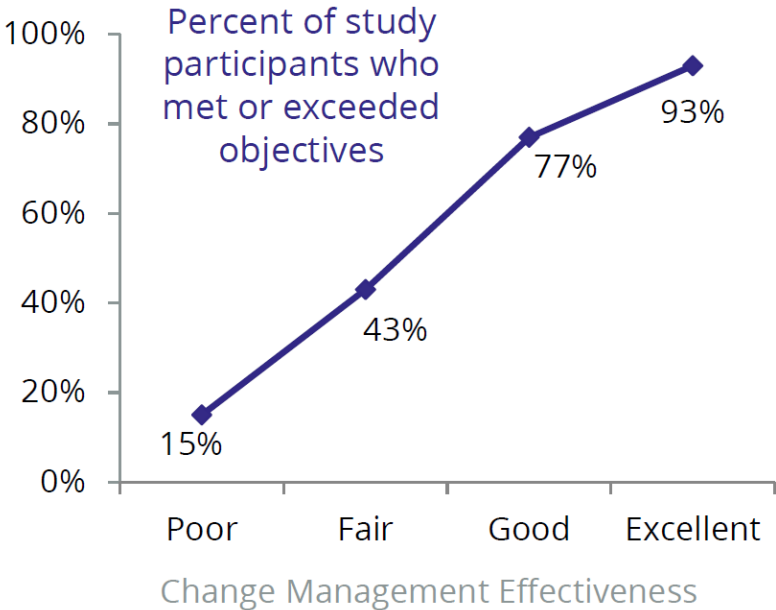


EFFECTIVE CM DRIVES RESULTS AND OUTCOMES

Change management is a success enabler

Research on thousands of initiatives shows a direct correlation between how well the people side of change is managed (change management) and how successful the effort is.

Projects with improved change management had increased likelihood of meeting objectives, finishing on time and finishing on budget.



6x INCREASED
LIKELIHOOD
OF MEETING OBJECTIVES

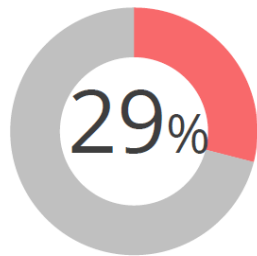
RESEARCH INSIGHT

SPONSORSHIP CORRELATES WITH PROJECT SUCCESS

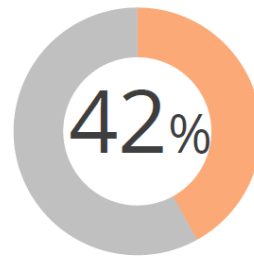
Better sponsorship = better results

Analysis of data from the 2018 research report shows a direct correlation between the effectiveness of sponsorship and the likelihood of meeting project objectives.

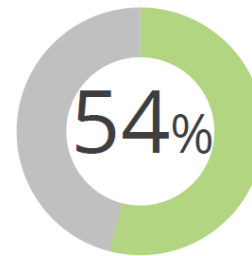
Percent of projects that met or exceeded objectives based on sponsor effectiveness



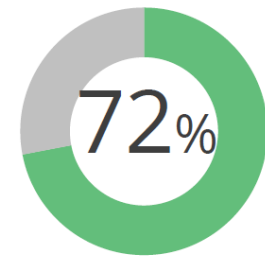
Very
ineffective
sponsors



Ineffective
sponsors



Moderately
effective
sponsors



Extremely
effective
sponsors

RESEARCH INSIGHT

SPONSORSHIP IS THE NUMBER 1 CONTRIBUTOR TO SUCCESS

Active and visible sponsorship is key to success

In each of Prosci's nine benchmarking studies, change leaders commented on the greatest contributor to success. 10 out of 10 times, effective sponsorship was identified as the top contributor to success. And, it wasn't even close – sponsorship beat out the second top contributor by a 3:1 margin.

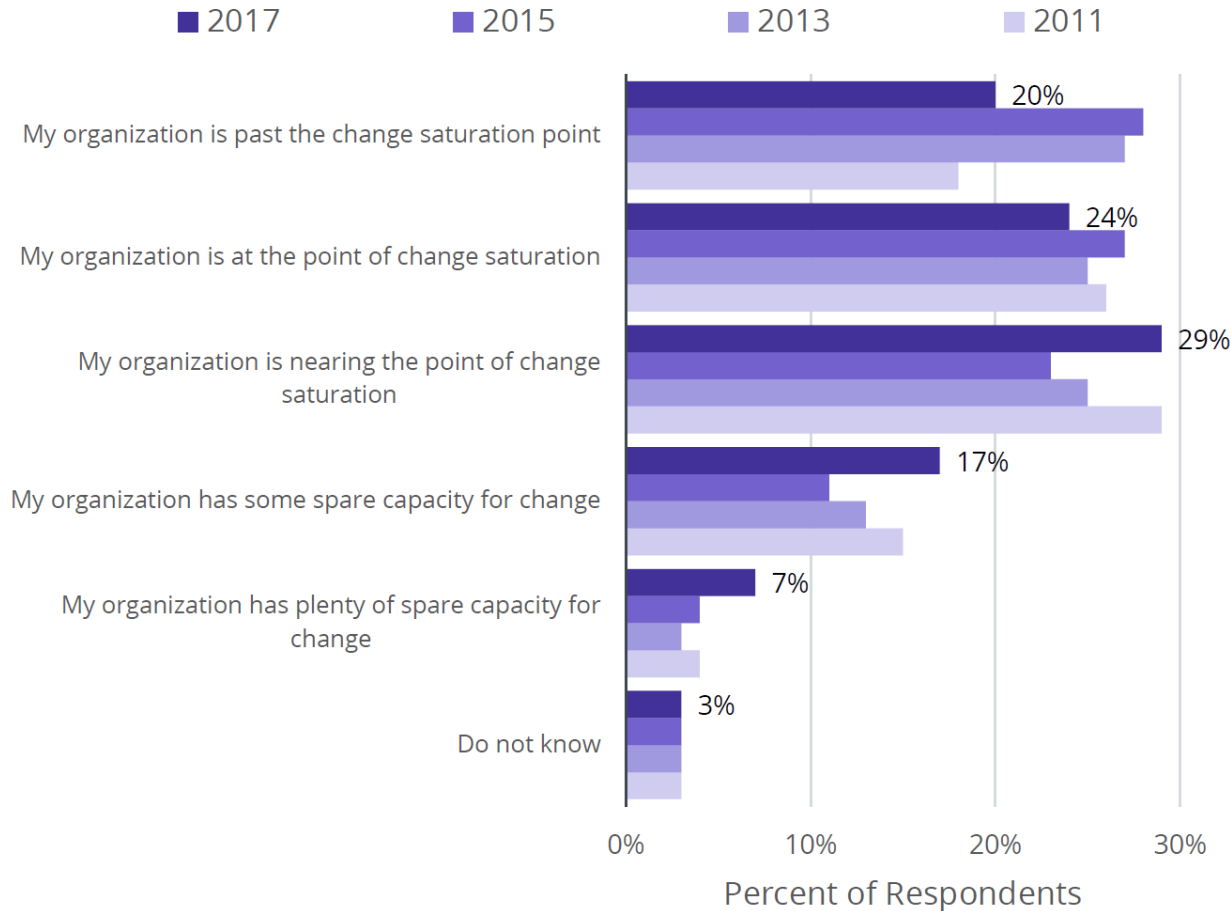
Top contributors to success:

1. Active and visible executive sponsorship
2. Dedicated change management resources
3. Structured change management approach
4. Employee engagement and participation
5. Frequent and open communication
6. Integration and engagement with project management
7. Engagement with middle managers

RESEARCH INSIGHT

ORGANIZATIONS ARE REACHING CHANGE SATURATION

Level of Change Saturation



PERCENT OF PARTICIPANTS REPORTING PAST, AT OR NEARING SATURATION POINT:

2011	73%
2013	77%
2015	78%
2017	73%

RESEARCH INSIGHT

WHAT'S GOING ON

CURRENT THOUGHT

CHANGE MODELS

RESISTANCE

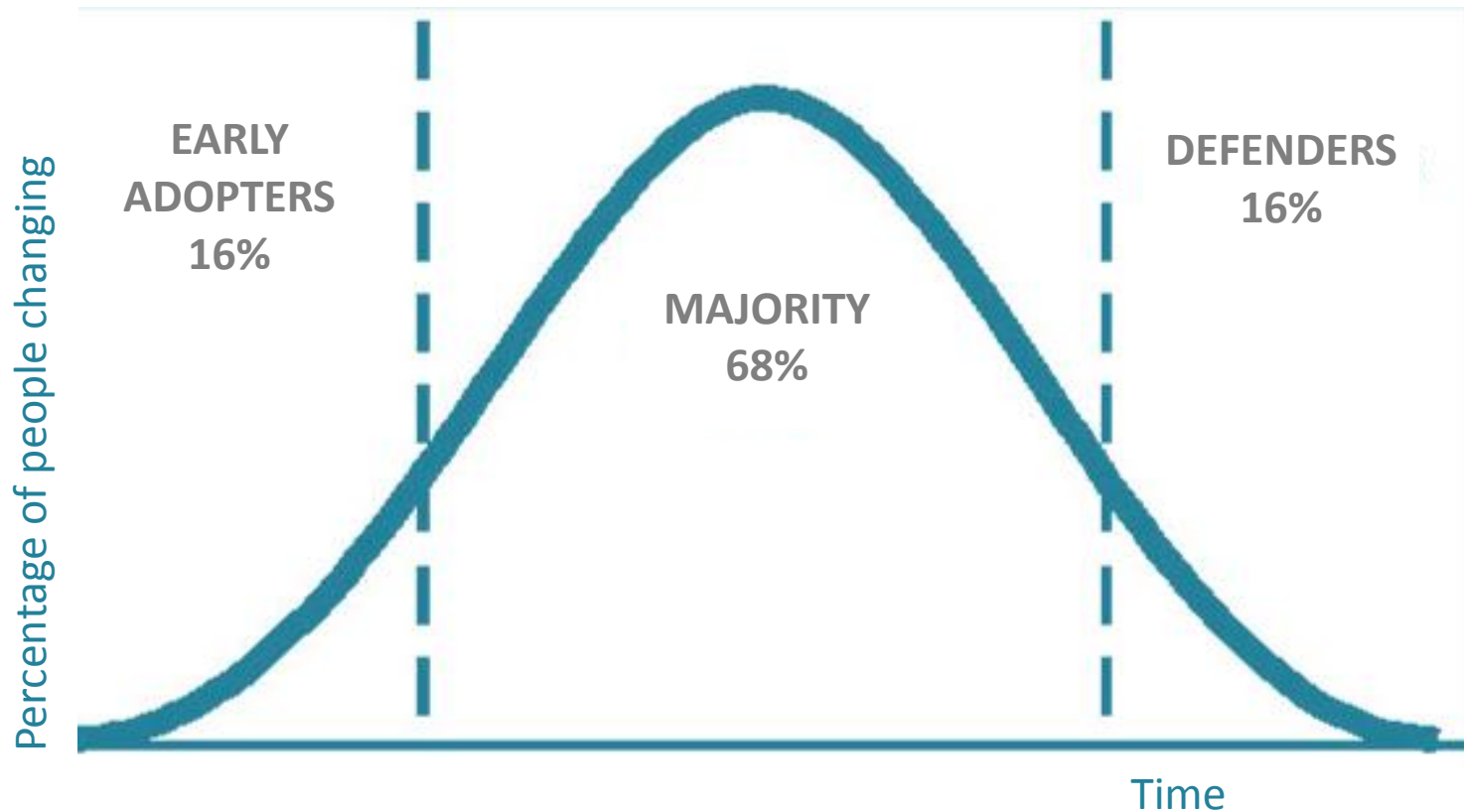
Q & A

CHANGE MODELS & CONCEPTS

- Change Adoption
- Bridges Transition Curve
- The Change Cycle



CHANGE ADOPTION



The Early Adopters, Majority, and Defenders all have roles to play in the adoption of a particular change

- The Early Adopters as leaders of activities
- The Majority to create a tipping point and critical mass
- The Defenders to consider the details of change and turn criticism into suggestions

BRIDGES TRANSITION CURVE

Endings

Anger
Shock

Fear
Frustration
Confusion
Stress

Beginnings

Hope
Energy
Anxiety
Enthusiasm

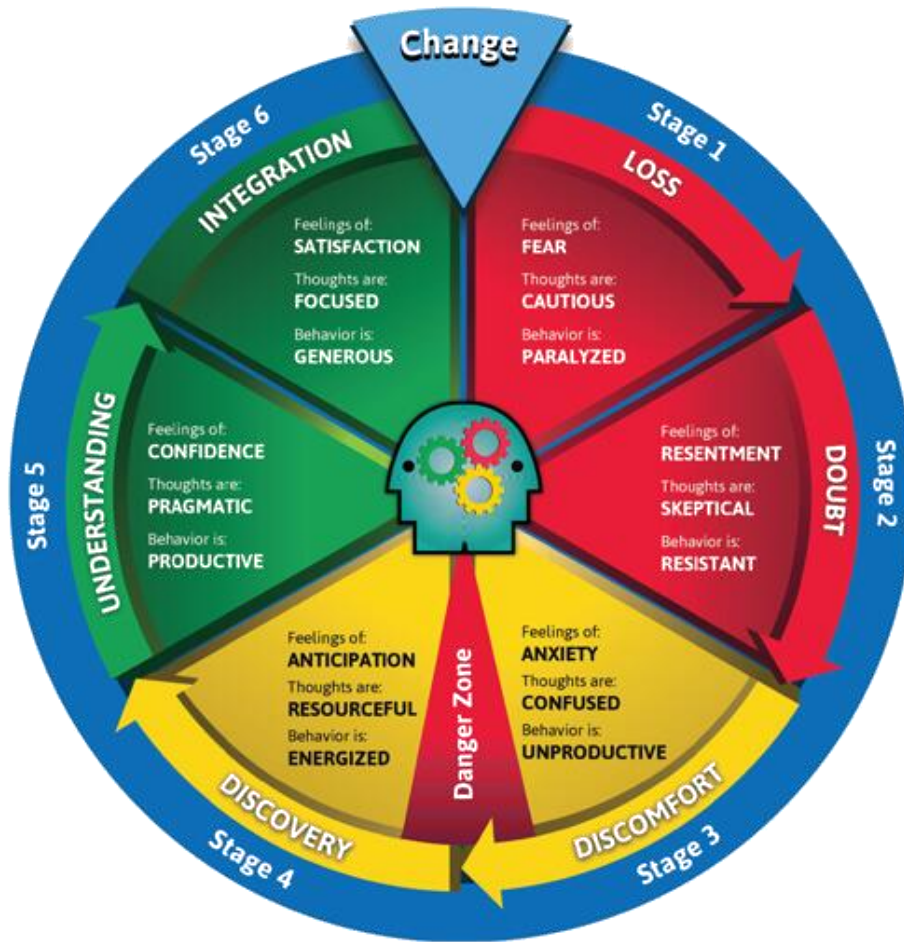
Neutral Zone

Impatience
Acceptance
Skepticism
Creativity

Resistance
Avoidance



THE CHANGE CYCLE



Stages of Change

Stage 1: Loss to Safety

Stage 2: Doubt to Reality

Stage 3: Discomfort to Motivation

Stage 4: Discovery to Perspective

Stage 5: Understanding to Awareness

Stage 6: Integration to Flexibility

DEALING WITH RESISTANCE

- Expect it
- Recognize it
- Don't take it personally
- Surface & acknowledge it
- Use tools to address resistance



THE NATURE OF RESISTANCE

Resistance is

- Certain
- A natural function of change
- A sign that you've touched on something important
- An opportunity to learn and improve, if we listen

Resistance is NOT

- Necessarily logical
- Something to overcome or combat
- Aimed at you or meant to be personal
- A sign that the change process is out of control

Sometimes the resistance isn't about the whole change — just a small piece of it

People Resist the Transition, Not the Change

“

It's not so much that we're afraid of change, or so in love with the old ways, but it's that place in between we fear. . . it's like being in between trapezes. . . there's nothing to hold on to.

”



M

FERGUSON

Author

- Change is a challenge to the current ways of doing things
- People have to let go of something before they can take hold of something new
- Fear of moving into an unknown future state creates an anxiety and stress

Four Doors: Impact of the Change



DOOR 1

Identify the things we used to be able to do and **STILL CAN.**

BUSINESS AS USUAL

DOOR 2

Identify the things we couldn't do before and **STILL CAN'T** now.

DOOR 3

Identify the things we used to be able to do but **CAN'T** now.

LET IT GO

DOOR 4

Identify the things we couldn't do before but **CAN DO** now.

GO FOR IT!

“Blessed are the flexible for they shall not be bent out of shape.”



WHAT'S GOING ON

CURRENT THOUGHT

CHANGE MODELS

RESISTANCE

Q & A/WRAP-UP

Q & A

- Wrap-Up
- Evaluations
- Reminders

